

# **Leveraging Colleges and Universities for Urban Economic Success: The VCU and Richmond Story**

Virginia Futures Forum

December 1, 2005

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# Changing role for higher education

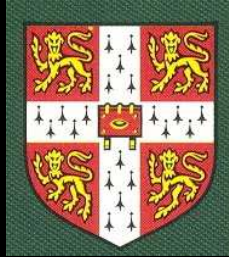


Worldwide, the role of higher education is changing.

Today, universities have a larger role in their societies than just the education of students.

And that larger role is about the advancement of knowledge available to be exploited and utilized.

# Case Studies: the role of higher education in high-technology development



- St. John's College, Cambridge, England  
Fellow Commoner, Spring, 1998



- University College Dublin, Ireland  
Visiting Professor, Summer, 2002



- Lincoln College, Oxford, England  
Senior Visiting Scholar, Summer, 2005

# VCU Stimulates Education City in Qatar



“VCUQ is the jewel of Education City.”  
Dr. Charles Young, President  
Qatar Foundation

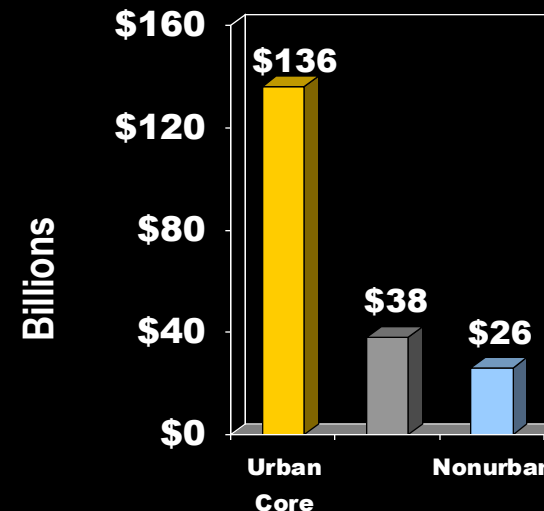
# American Urban Colleges and Universities: the Untapped Economic Resource

**“With a strategic view,  
colleges and universities  
can have a major impact  
on economic revitalization  
without massive new  
funding.”**

— Michael E. Porter

*Leveraging Colleges and  
Universities for Urban Economic  
Development: An Action Agenda*

## \$200 Billion Annual Operating Budgets of Colleges and Universities Nationwide, 1996



Number of institutions	1,902	914	933
Average budget/institution (millions)	\$72	\$42	\$28

Source: National Center for Education Statistics data, Current Fund Expenditures, 1996.

# Virginia Commonwealth University

## Key to Community and Economic Development

2002 joint study by CEOs for Cities and the Initiative for a Competitive Inner City:

“Leveraging Colleges and Universities for Urban Economic Revitalization: An Action Agenda.”

VCU and Columbia: national models of the urban university for the 21<sup>st</sup> century.

Joint Study by Initiative for a Competitive Inner City and CEOs for Cities

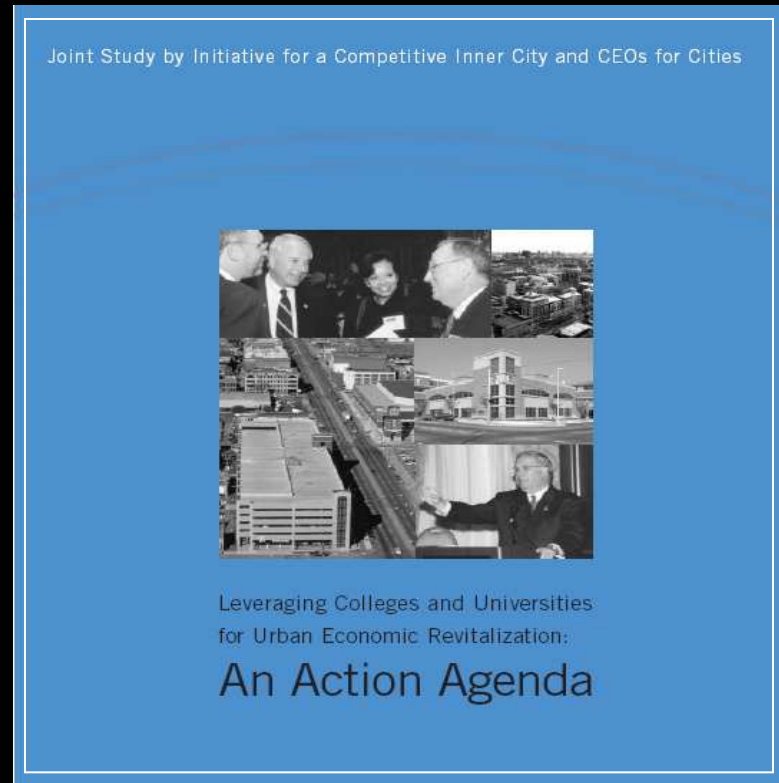


Leveraging Colleges and Universities  
for Urban Economic Revitalization:  
An Action Agenda

# Five Ingredients for Success

1. Strong university leadership.
2. Shared vision with local and regional leaders.
3. Strong understanding of the nexus between university and business community.
4. Clear sense of university's capabilities and the unique value it adds.
5. Long-term commitment.

(Adapted from *Leveraging Colleges and Universities for Urban Economic Revitalization: An Action Agenda*)





# VCU and the VCU Health System



\$1.65 billion budget

15,680 employees

VCU:

- More than 29,000 students
- 15 schools and one college
- 20 nationally ranked graduate programs, including two #1 programs: sculpture and nurse anesthesia
- More than \$200 million in research funding
- Over \$300 million in private funding

VCU Health System:

- 30,000 inpatient discharges
- 525,000 outpatient visits
- 80,000 emergency visits
- More than a dozen satellite health care facilities



# VCU and Economic Development

- Linking VCU's knowledge base to Richmond business
- Promoting business development to restore and revitalize the community
- Bringing the community together around a shared vision



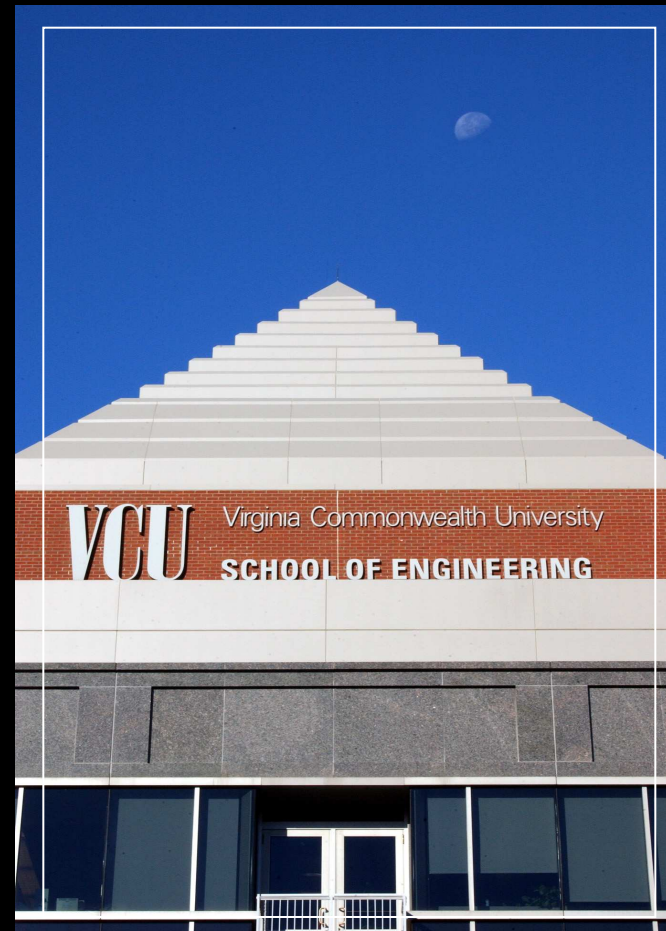
# VCU Life Sciences



- Houses two university centers: Center for the Study of Biological Complexity, Center for Environmental Studies
- Core laboratory expansion in bioinformatics, genomics, and proteomics
- Five-year bachelor's/master's curricula, Ph.D. in Integrative Life Sciences
- Rice Center for Environmental Life Sciences

# VCU School of Engineering

- Support from the local business community
- Support from regional governments
- Impact of the school



# The Virginia BioTechnology Research Park

- Linking VCU health sciences and all life sciences with cutting-edge economic development
- Bringing high-tech business to downtown Richmond
- Physically restoring the gateway to downtown Richmond
- 2005 Statistics:
  - 8 buildings — most recent are BioTech Six (Consolidated Labs) and BioTech Seven (UNOS).
  - 587,000 square feet; more than \$145 million in capital investment.
  - 44 private companies, four VCU institutes, six nonprofits and four state labs, employing more than 1,400 people.





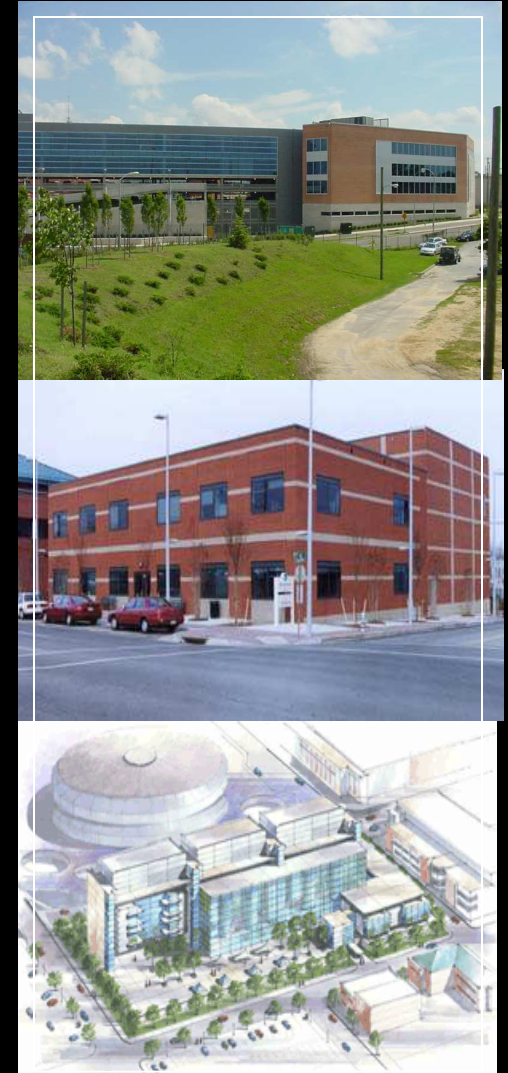
# The Virginia BioTechnology Research Park

## New tenant: Philip Morris USA

- Approx. \$350 million investment
- Bringing 700+ new jobs to Richmond
  - 500 scientific and research
  - 200+ technical and support
- Expanding the Park's current development to 1.1 million sq. ft. and employing more than 2,000 individuals

*"This part of the city is already home to a growing research community made possible by the Biotech Park and Virginia Commonwealth University. In fact, VCU's life sciences facilities and its medical school were important factors in selecting this location."*

John R. Nelson, Philip Morris USA  
President of Operations and Technology.



# VCU and Broad Street

- One of the most important economic development projects undertaken by Richmond.
- Anchored revitalization with over a \$105 million investment to date:
  - arts
  - administrative information technology
  - sports medicine
  - athletics and recreation center
  - student residences
  - bookstore and parking deck
- Spurred over \$100 million in private-sector development: Ukrop's, Kroger, Lowe's, upscale apartments.





# West Broad Street Corridor – Richmond, Virginia

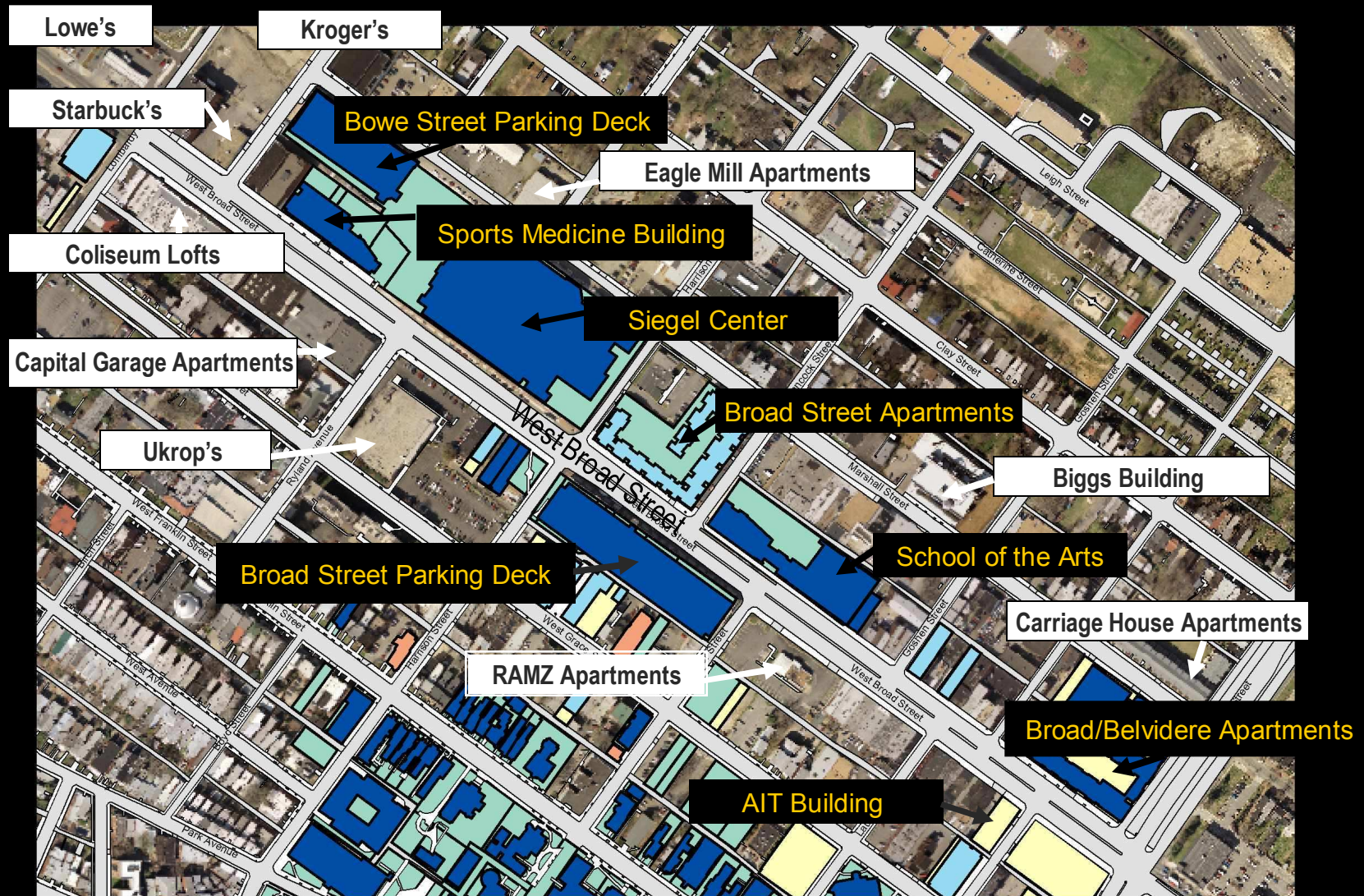
1997



**VCU**



# West Broad Street Corridor – Richmond, Virginia



# VCU and the Community

Prior to 1990: “unpeaceful” coexistence

The past decade:

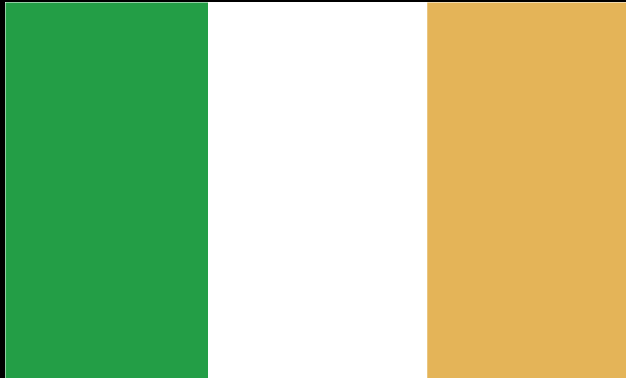
Partnerships and collaboration

- Business and industry
- Master site planning; the Carver-VCU Partnership
- Community Service Associates Program

A university without walls

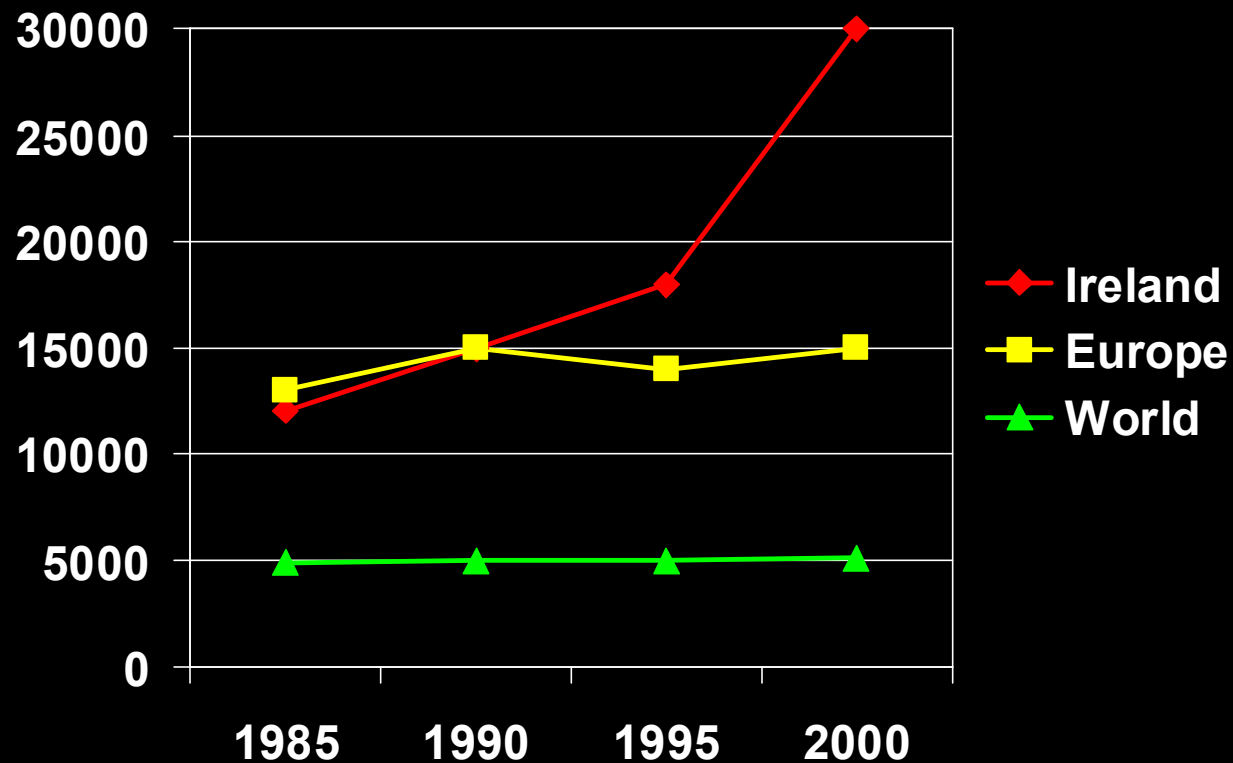


# Why was Ireland so successful?



- Entered the European Union with abandon and stopped being a satellite of the United Kingdom.
- Trained their workforce.
- English language dominant over Gaelic.
- Became extremely entrepreneurial, with government support of tax structures.
- Invested in their universities and research centers.

# Ireland: GDP per capita, 1985-2000



Online source: [earthtrends.org](http://earthtrends.org)



# Lessons for Virginia

- Ireland's approach to national planning (NDP) is an excellent model for individual states.
- Continued focus on technology and R&D Development.
- Investment in education at all levels.
- Continue to correct regional imbalances in the distribution of economic development support.

